



2014 Annual Town Gown Report

Submitted: December 5, 2014

1000 Massachusetts Avenue Cambridge, MA 02138

2014 Annual Town Gown Report

Institution Name: <u>Cambridge College</u>

Report for Time Period: Academic Year 2013-2014 (9/1/13 to 8/31/14)

Date Submitted: December 5, 2014

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

A. FACULTY & STAFF¹

Cambridge-based Staff	2010	2011	2012	2013	2014	2024 (projected)
Head Count:	_134_	_111_	_111_	_109_	_101_	_N/A_
FTEs ² (if available):	111_	_120_	_109_	_111_	97_	_N/A_
Cambridge-based Faculty						
Head Count:	265_	_254_	_251_	_257_	_313_	_N/A_
FTEs ¹ (if available):	_111_	_101_	98	99	_118_	_N/A_
Number of Cambridge Residents Employed at Cambridge Facilities:	65	31	29	23	21_	_N/A_

- FTE formula: Full Time + 1/3 Part Time
- A meaningful 2024 projection is not available at this time.

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¹ Post-doctoral scholars are counted in the "Student Body" section. Do not include them in the "Faculty & Staff" section.

² "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

В.	STUDENT BODY ³	2010	2011	2012	2013	2014	NA	
						(r	roiected	D)

Please provide the following statistics about your Cambridge-based student body:

•		•		_		
Total Undergraduate Students:	<u>1,485</u>	<u>1,335</u>	<u>1,310</u>	<u>1,183</u>	<u>1,137</u>	<u>NA</u>
Day:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Evening:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Full Time:	<u>491</u>	<u>427</u>	<u>406</u>	<u>379</u>	<u>223</u>	
Part Time:	<u>994</u>	<u>908</u>	<u>904</u>	<u>804</u>	<u>914</u>	
Total Graduate Students:	2,093	<u>1,940</u>	<u>1,812</u>	<u>1,763</u>	<u>1,536</u>	<u>NA</u>
Day:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Evening:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Full Time:	<u>796</u>	<u>661</u>	<u>599</u>	<u>507</u>	<u>454</u>	
Part Time:	<u>861</u>	<u>785</u>	<u>700</u>	<u>658</u>	<u>1082</u>	
Non-Degree Students:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>123</u>	<u>NA</u>
Day:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Evening:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Total Students Attending Classes in Cambridge (inclusive of all categories below)	<u>3,578</u>	<u>3,275</u>	3,122	2,946	2,796	<u>NA</u>
Post-Doctoral Scholars	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

- A reliable day/evening segmentation analysis is not available. Students are free to choose from both day and evening classes. Given the College's mission to serve working adults, more than 90% of weekday classes are held in the evenings (5:00 pm or later). Daytime classes are held mostly on weekends.
- FY13: Student enrollment includes degree and certificate-seeking students, and non-matriculated students. School collaborative students are not included.
- FY14: Student enrollment includes degree and certificate-seeking students. School collaborative students are not included.
- A meaningful 2024 projection is not available at this time.

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³ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

C. STUDENT RESIDENCES	2009	2010	2011	2012	2013	2024 (projected)
Number of Undergraduate Students	residing	g in Car	nbridge	: :		
In dormitories:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number with cars garaged in Cambridge:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus affiliate housing ⁴ :	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus non-affiliate housing:	<u>85</u>	<u>76</u>	<u>88</u>	<u>51</u>	<u>69</u>	<u>NA</u>
Number of Graduate Students residi	ng in C	ambrid	ge:			
In dormitories:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number with cars garaged in Cambridge:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus affiliate housing ⁵ :	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus non-affiliate housing:	<u>92</u>	<u>65</u>	<u>54</u>	<u>48</u>	<u>49</u>	<u>NA</u>

- Please note that Cambridge College is not a residential campus and all students live in non-affiliated off campus housing. This represents undergraduate students with a Cambridge place of residence.
- At this time, Cambridge College has no plans to offer on or off campus affiliated student residential housing
- A meaningful 2024 projection is not available at this time.

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⁴ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

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D. FACILITIES & LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.
- MIT for the East Campus, West Campus, Sloan School, Investment holdings, etc.
- Lesley University for the Main Campus, Porter Square Campus and Brattle Campus

	2010	2011	2012	2013	2014	2024
Acres:					(1	projected)
Tax Exempt	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Taxable	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number of Buildings: (include both taxable and tax exempt be	1 uildings)	1	1	1	1	1
Dormitories:						
Number of Buildings:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number of Beds:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Size of Buildings (gross floor area):	110,361	<u>110,361</u>	110,361	110,361	<u>110,361</u>	<u>110,361</u>
Institutional/Academic	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>
Student Activities/Athletic	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Dormitory/Nontaxable Residential	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Commercial	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>
Taxable Residential	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>

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Parking

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole. Include additional information as necessary.

Number of parking spaces maintained for

students (include resident and commuter parking): 150 [6pm to 11pm]

Number of parking spaces maintained

for faculty, staff and visitors: 111

Housing (Do not include any information about dormitories in this table.)

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2010	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2011	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2012	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2013	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

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	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
2014	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

2024	Tax Exempt -	Taxable -	Tax Exempt -	Taxable -
Projected	Affiliate Housing ⁴	Affiliate Housing ⁴	Other Housing	Other Housing
Number	NA	NA	NA	NA
of Units:				
Number of	NA	NA	NA	NA
Buildings:				

Property Transfers:

Troperty Transfers.
Please list Cambridge properties <u>purchased</u> since filing your previous Town Gown Report:
None
Please list Cambridge properties sold since filing your previous Town Gown Report:
None
Please describe any planned dispositions or acquisitions:
None

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

- Street address
- Approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)
- Use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

1. 17 Monsignor O'Brien Highway: 24,205 SF, 4 Floors, Academic /Institutional Use Lease expires 8/31/2017

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F. PAYMENTS TO CITY OF CAMBRIDGE: 6

	FY 10	FY 11	FY 12	FY 13	FY 14
Real Estate Taxes Paid	\$218,461	\$268,340	\$279,937	\$264,876	\$203,376.
Payment in Lieu of Taxes (PILOT)	NA	NA	NA	NA	NA
Water & Sewer Fees Paid	\$27,421	\$34,170	\$31,503	\$30,247	\$30,247
Other Fees & Permits Paid	\$1,940	\$1,940	\$1,940	\$ 1,940	\$1,940

G. INSTITUTIONAL SHUTTLE INFORMATION

Please include information about all regularly scheduled shuttle services operated by your institution within the City of Cambridge or between Cambridge and other municipalities:

Route Name	Vehicle Type, Energy Source, and Capacity	Frequency of Operation	Weekday Hours of Operation	Weekend Hours of Operation
NA	NA	NA	NA	NA
NA	NA	NA	NA	NA
NA	NA	NA	NA	NA

Please provide ridership data, if available, and describe efforts both to coordinate shuttle system with other institutions and to streamline shuttle services. Indicate if you allow residents to use shuttles. NA

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⁶ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 14 for the City of Cambridge includes the period from July 1, 2013 through June 30, 2014.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

STRATEGIC AND LONG TERM PLANNING

Describe your institution's current and future physical plans:

- Employ a future planning horizon of ten years;
- Describe campus development efforts over the past five years to provide context;
- Summarize the needs and strategic goals stated in institutional plans;
- Review your institution's specific planning objectives for the coming ten year period;
- Address how your campus will evolve to address your institution's strategic goals and objectives, providing specific information on projects and plans where available;
- Include in your discussion:
 - Sustainability planning efforts, as they relate to physical planning, building design, and infrastructure:
 - A description of existing facilities for housing your students, faculty and staff and any plans for increasing such housing;
 - O A review of the relationship between planned and projected institutional development and adjacent residential and commercial districts within Cambridge and any impacts that might result from that development (e. g., use of open space, parking and transportation impacts; etc.);
 - O A review of the relationship between planned and projected institutional investment portfolio development and adjacent retail and commercial districts within Cambridge and any impacts that might result from that development (e.g., loss or relocation of retail space, conflicting uses, etc.); and
 - o Expected changes in student enrollment, including undergraduate, graduate and nondegree students, and expected changes in the number of post-doctoral positions.
 - Effects on housing needs and institutional plans for housing these individuals, including any goals for the proportion or number of students housing in university owned or controlled properties. Address this question separately for undergraduate and graduate students.

PRECINCT AND SITE SPECIFIC PLANS

• Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);

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- Identify all future short term and long term development sites under the institution's ownership, including both academic and non-academic properties (coordinate with Map 4 in Section IV);
- In the first section of your future plans narrative, make specific note of any changes that have occurred in your institution's future plans for a particular site or area (such as changes to the anticipated future use of a site) within the past three years. Explain the reasons that have led to any such changes in thinking.

Future Plans Response

Cambridge College has a vision of institutional growth over the next ten years that would be a byproduct of introducing new academic programs as well as the growth of our online and hybrid offerings. As we make these strategic changes we understand and are mindful that the industry wide challenge of declining enrollment will need to be addressed. The first order of business for the College remains to stabilize enrollments and to move aggressively forward into new markets. Based on most recent refinements at both an operational and programmatic level, we are guardedly optimistic that growth is possible in serving our target demographic. It is anticipated that this growth will certainly impact our current physical status in the future.

As such, special attention will be paid to developing a more definitive physical master plan in the next phase of strategic planning efforts. For example, the College has entertained the possibility of consolidating all graduate schools into a single facility which will provide efficiencies in resource sharing and in academic experience for our students. As part of this strategy, the College will carefully consider the access to public transportation, the access to food and other retail needs, the access to onsite parking, as well as the safety of the general environment for students traveling during the late evening hours. At present the College is assessing physical sites and the financial viability of pursuing this option.

As reported in previous Town Gown Reports, over the past five years the College has leased additional space in Cambridge to accommodate our graduate schools at both 80 Prospect Street and 17 Monsignor O'Brien Highway. As of August 2014, the College made the strategic decision not to renew its lease at 80 Prospect and relocated the School of Education to 17 MOB and the School of Psychology & Counseling to 1000 Mass Ave. The relocation allowed the College to realize significant cost savings and the timeframe to develop a more thorough physical master plan strategy. The impact of these moves will be assessed on a regular basis to insure that programs are being provided sufficient space for operations.

Prior to the relocation, minor renovations were completed at 1000 Mass Ave to add two additional classrooms and to upgrade the ground floor community function room. In addition to reorganizing to meet the expanding space requirement of adding the School of Psychology and Counseling the College was also able to institute a new parking plan that would address the increased flow of students to this site. As of September 2014 the College made available 150 parking spaces for students and faculty arriving for the start of evening classes, after 6:00 pm, at 1000 Mass Ave. The parking was made possible through coordination of off hour availability and installation of a parking monitor in the garage. Users would be granted access on a first come, first serve basis.

At 17 MOB, the College was able to acquire an additional 4000 sf, in the process becoming the sole tenant within of the building. This allowed the School of Education to join the School of Management at the site. In doing so, the College also expanded parking options to the full amount available on the site, a net addition of 5 new spaces to a total of 23. As in the past, students have

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benefited from the proximity of the Cambridgeside Galleria and the Museum of Science as evening parking options that they continue to utilize.

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- Indicate how each project meets the programmatic goals of your institution discussed in Section II;
- Indicate how each project fits into the physical plans for the immediate campus area;
- Indicate the "green" attributes over and above city green building requirements, if any, of the project;
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).

Projects Response

No new development or significant public improvements to report.

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

- 1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).
- 2. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.
- 3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.
- 4. Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.
- 5. Map of all regularly scheduled campus shuttle and transit routes.

Mapping Requirements Response

This information will be provided by the City of Cambridge. The maps will include 1000 Massachusetts Avenue and 17 Monsignor O'Brien Highway. The College does not have any proposed or planned development projects, sub area/precincts or shuttle and transit routes.

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V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2012 Annual Report, you may so indicate in the appropriate space.

- A. Results of surveys of commuting mode choice for faculty, staff, and students.
- B. Information on the point of origin of commuter trips to Cambridge for faculty, staff and students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2012 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Transportation Demand Management Response

Student responses to the survey questions about communing modes show a different student profile than your typical college student. Almost 60 percent of the students are part-time, they are generally traveling from work to the campus, 62 percent arrive on campus after 5:00 PM, and 92 percent do not leave campus until 8:00 PM or later.

As demonstrated in previous years, a significant number of students (58 percent up from nearly 50 percent in 2013) are traveling from work. This makes it very difficult for many of them to access the College via transit, ridesharing or biking/walking. In addition, the majority of the students (58 percent) are not full-time (less than 12 credits per semester). This results in only 53 percent of the student population on campus on any given day. Given these factors, it is very difficult for students to coordinate travel using transit or carpooling. As with last year's survey results of the students who travel from work, 62 percent travel by car. However, in 2014, 48 percent of the students travelling from home use a car compared to 55 percent in 2013.

As stated the City of Cambridge SOV goal for the College is 56 percent or less—or 44 percent in alternatives such as van-/ carpools, transit, walking or bicycling. In 2014 the overall SOV rate for commuters according to the survey results is 56 percent as summarized in Table 2. The complete results of the data analysis are presented by frequency and percent in Exhibit 2. Looking at each population, staff achieved an SOV rate of 48.5 percent, faculty/instructor 66.7 percent and students 56.5 percent.

Staff Survey Results Analysis

The Cambridge College staff continues to have the lowest SOV rate at 48.5 percent. This is up from last year's 43.6 percent, but still much better than the average of 56 percent between 2006 and 2012. The typical staff person arrives between 8:00 and 10:00 AM, and departs between 5:00 and 6:00 PM. Most (73 percent) have some flexibility in varying their work hours and a little more than half work 36 or more hours a week. Nearly 50 percent of the staff live within 10 miles of the campus which may explain why a quarter of the staff commute by transit and 10 percent bike or walk to work. There is also a slight shift in where employees

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reside. In 2014, 48 percent lived within 10 miles of the campus compared to 58 percent in 2013. This may explain the increase in the SOV rate.

The SOV rate for this year stays consistent with last year at 56 percent. Both years are an improvement from 2012 when the SOV rate was 70 percent. The schools outreach efforts to new students about commuting options and possibly the continued high price of gasoline have helped keep the SOV rate down. A good number of students also biked and walked to campus.

The College submitted its annual PTDM Report in June 2014 which includes all survey information collected from faculty, staff and students. (PTDM plan on file at CDD).

VI. ANTENNA INSTALLATIONS

Review strategies to mitigate the visual impact of telecommunications antennas mounted on institution-owned buildings, in collaboration with wireless network providers and City staff.

Antenna Installations Response

No issues to report.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

Cambridge College

- 1. Discuss the school's most recently completed strategic review.
- 2. Discuss changes in student enrollment in recent years and the school's approach to such changes in light of the strategic review completed in 2013
- 3. Provide clarification about the parking arrangements for College employees and students. What facilities are available for each population? What efforts are being made to discourage the use of single occupancy vehicles as a means of transportation to class for students?
- 4. Discuss planning for bicycle facilities on campus, including Hubway stations.
- 5. To develop a more complete picture of the institution, provide a listing of the college's education sites located outside of Cambridge.

Institutional Information Response

- 1. The College's recent strategic plan review was completed in 2013. It highlighted strategic goals accentuating our strengths and affirming our commitment to excellence in policy and programming, while also identifying areas for improvement, growth and sustainable partnerships. The specific goals defined for the College included but were not limited to:
 - a. Providing an exceptional academic experience that is accessible, affordable and relevant for success in the global market

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- b. Providing a robust array of services for our students supported by a more efficient and effective overall business model
- c. Developing new opportunities and avenues for resource generation to support tour students, faculty and employees
- d. Developing deeper and more significant ties to the communities we serve and reside in, in support of our broader mission of social justice.
- 2. The decline in student enrollment in recent years has mirrored national trends that have been impacted by the difficult economic times. Our circumstances have been exacerbated by the decision to discontinue offering programs and closing our southern regional locations. The College continues to aggressively build out and launch new programs that were well suited to today's market focusing on areas such as health care, MBA and online offerings. We are excited to be launching these programs in Massachusetts in the months ahead as a means of offsetting the most recent declining statistics.
- 3. The College does provide student parking at our 1000 Mass Ave location including handicap and HOV designated spaces. The table below describes the parking space designations for each of our locations within the City of Cambridge.

Location	Faculty/ Staff	Handicap	Visitor	Car Pool	Total
1000 Massachusetts Aven	62	4	9	5	80
17 Monsignor O'Brien Highway	18	2	2	1	23
950 Bay Street	8	0	0	0	8
Total	88	6	11	6	111

As noted in our 2012 PTDM Annual Report, the majority of students travel to campus from work or locations other than home. With multiple stops in their trips, using public transit or carpooling is very difficult for the majority of students, who end up drive alone. Most students arrive at the College after 5:00pm and leave the campus after 9:00pm.

An analysis of survey results continue to show that 20% of students who drive alone to campus from work are coming from locations in Boston and Cambridge. Most of our students live in outlying towns such as Chelsea, East Bridgewater, Everett, Franklin, Newton and Woburn, making commuting alternatives difficult. When asked what the College can do to encourage students to take an alternative form of transportation, the overwhelming majority, 74-87%, stated that it did not matter what the College offered in terms of services and incentives, that they would continue to drive to campus.

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Students are encouraged to purchase MBTA Semester Passes, which provides an 11% discount on published rates; information about transportation options is available on the College's website. This information is also included in the new student information packets and posted on our bulletin boards and LCD monitors throughout the College. Additionally, through our membership with the CRTMA, students have access to the EZRide Shuttle Service, a Ride Matching Service and Vanpool Formation Assistance. Finally, the College provides preferential parking for carpooling and vanpooling and provides secure bicycle parking to students at each location.

- 4. The College currently has bike racks located at all of our sites, in addition to providing some faculty and staff the opportunity to secure their bicycles within the office building. Discussions have been initiated internally around the value proposition of locating a Hubway bicycle service in or adjacent to the entry plaza at the 1000 Mass Avenue location. Further consideration will be given to this once pending repair work slated for the Massachusetts Avenue plaza area is completed in August 2015.
- 5. In 2014, the College announced that it would be closing three of its regional center sites located in southern states, Georgia, Tennessee and Virginia. Cambridge College now has a total of two sites that exist outside of Massachusetts and two that exist outside of Cambridge. They include the following:
 - Cambridge College Puerto Rico, serving students for 16 years in the San Juan region.
 - Cambridge College Southern California, serving students for 9 years in Southern California.
 - Cambridge College Lawrence is conveniently located in the historic city of Lawrence, Massachusetts, just a short ride off of Rt. 495. For 11 years, our flexible evening, weekend and intensive class schedule has served the needs of adult learners and busy professionals throughout the Greater Merrimack Valley in Massachusetts, as well as the Southern New Hampshire and Maine Coastal regions.
 - Cambridge College Springfield is conveniently located in the heart of downtown Springfield right off of I-91. For more than 21 years, our flexible evening, weekend and intensive class schedule has served the needs of adult learners and busy professionals throughout the Western Massachusetts and Greater Hartford regions.

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